



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

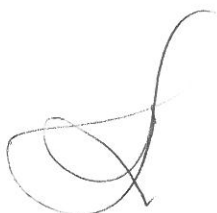
DEPARTMENT OF LABOUR'S EMPLOYMENT EQUITY PLAN

01 SEPTEMBER 2015 TO 31 AUGUST 2018

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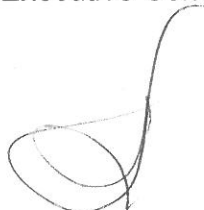
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ABBREVIATIONS

1. **NEECF:** National Employment Equity Consultative Forum
2. **LEECF:** Local Employment Equity Consultative Forum
3. **EEA:** Employment Equity Act 1998
4. **EER:** Employment Equity Registrar
5. **EAP:** Economically Active Population
6. **CCMA:** Commission for Conciliation and Arbitration
7. **PWD:** People with Disabilities
8. **DG:** Director-General: Labour
9. **HRM:** Human Resources Management
10. **CD: COMM:** Chief Director: Communications
11. **MSS:** Management Support Services
12. **PRM:** Policy Research and Monitoring
13. **HRO:** Human Resources Operations
14. **OD:** Organisational Development
15. **HRD:** Human Resources Development
16. **RM:** Regional Manager
17. **CFO:** Chief Financial Officer
18. **PM & CS:** Performance Management & Committee Services
19. **MAS:** Management Advisory Services
20. **SCM:** Supply Chain Management
21. **ER:** Employment Relations
22. **DEXCOM:** Departmental Executive Committee



1. VISION

The Department of Labour will strive for a labour market which is conducive to Investment, Economic Growth, Employment Creation and Decent Work.

2. MISSION

2.1 Regulate the South Africa labour market for a sustainable economy through:

2.1.1 Appropriate legislation and regulations

2.1.2 Inspection, compliance monitoring and enforcement

2.1.3 Protection of human rights

2.1.4 Provision of employment services

2.1.5 Promoting equity

2.1.6 Social and income protection

2.1.7 Social dialogue.

3. VALUES

3.1 We treat employees with care, dignity and respect

3.2 We respect and promote:

3.2.1 Client centred services

3.2.2 Accountability

3.2.3 Integrity and ethics

3.2.4 Learning and development

3.3 We live Batho Pele Principles

3.4 We live the principles of the Department's Service Charter

3.5 We inculcate these values through our performance management system.

4. INTRODUCTION

4.1 The Department of Labour as an employer, is obliged to ensure that the provisions of the Employment Equity Act, 1998 (Act No 55 of 1998) are implemented in order to completely eradicate inequality in the workplace. There is a need to bring to an



end to these inequalities that have caused major disparities, societal prejudice and stereotypes. Employment Equity constitutes an integral part of the Strategic Plan of the Department of Labour and is directed at achieving the following:

- 4.1.1 Equality in the workplace.
 - 4.1.2 Ensure elimination of workplace discrimination and social prejudice.
 - 4.1.3 Overcome discrimination through training and development.
 - 4.1.4 Ensure that Employment Equity becomes an integral strategic focus of the Department.
 - 4.1.5 Achieve realistic Employment Equity targets.
- 4.2 The Department of Labour's EE Plan is the National EE Plan which is a consolidation of inputs from all the Local Employment Equity Consultative Forums representing Head Office, the Provinces and the Funds. All the Local Employment Equity Consultative Forums have their individual Local Employment Equity plans.

5. OBJECTIVES OF THE PLAN

5.1 The objectives for the 1st year (01 September 2015 to 31 August 2016) of the plan are:

- 5.1.1 50% Women at SMS and 2.5% of People with disabilities, employed according to the Department's strategic plan.
- 5.1.2 Communication/advocacy of the Departmental EE plan (including the Local plans);
- 5.1.3 Circulate the plan via intranet to all staff.
- 5.1.4 Re-establish new/resuscitate existing LEECF and conduct training.
- 5.1.5 Monitoring and reporting by LEECF's on ESSA recruitment processes.
- 5.1.6 Enroll 20 candidates from the designated groups on the Accelerated Development
- 5.1.7 Train first group of supervisors for training of interview panels for consistency and uniformity during recruitment and selection processes.
- 5.1.8 Develop draft guidelines on Recruitment and Selection for SR1-SR12.
- 5.1.9 Finalise concept document for the Organisational Culture Survey.

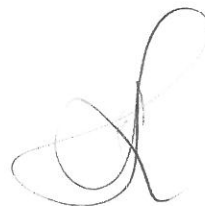


5.2 The objectives for the 2nd (01 September 2016 to 31 August 2017) year of the plan are:

- 5.2.1 50% Women at SMS and 2.7% of People with disabilities employed according to the Department's strategic plan.
- 5.2.2 Monitoring and reporting by LEECF's on ESSA recruitment processes.
- 5.2.3 Enroll 20 candidates from the designated groups on the Accelerated Development Programme and report on progress.
- 5.2.4 Train second group of supervisors for training of interview panels for consistency and uniformity during recruitment and selection processes.
- 5.2.5 Finalise and approve guidelines on Recruitment and Selection for SR1-SR12 for implementation.
- 5.2.5 Finalise Organisational Culture/Climate Survey for implementation.

5.3 The objectives for the 3rd year (01 September 2017 to 31 August 2018) of the plan are:

- 5.3.1 50% Women at SMS and 2.8% of People with disabilities employed according to the Department's strategic plan.
- 5.3.2 Monitoring and reporting by LEECF's on ESSA recruitment processes
- 5.3.3 Enroll 20 candidates from the designated groups on the Accelerated Development Programme and report on progress.
- 5.3.4 Train third group of supervisors for training of interview panels for consistency and uniformity during recruitment and selection processes.
- 5.3.5 Finalise and communicate the results of the review of the Organisational Structures for Employment Relations and Employee Health and Wellness Programme.



6. BARRIERS AND AFFIRMATIVE ACTION MEASURES

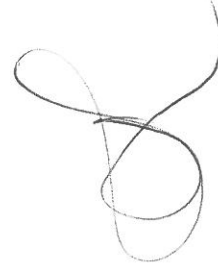
CATEGORIES	BARRIERS (NARRATION)	Policy	Practice	Procedure	AFFIRMATIVE ACTION MEASURES (NARRATION)	TIME FRAME FOR IMPLEMENTATION OF AA MEASURES	RESPONSIBLE PERSON
Recruitment	Perceptions of favouritism and nepotism in the workplace.	x	x		Conduct Organisational Climate/Culture Survey.	01 November 2015 – 31 March 2016	D: MAS
					Develop the Recruitment and Selection guideline for SR1-SR12.	01 November 2015 – 30 April 2016	D:HRM
					Interviewing Panels (All Supervisors) to be trained for uniformity and consistency.	01 May 2016 – 31 August 2018	D:HRM
					Chairpersons of panels must ensure that all members declare in line with section 5.3.2 of the Recruitment and Selection Policy.	01 September 2015 – 31 August 2018	Chairpersons of Panels
	Limited attraction and retention of PWD particularly at SMS levels.	x			Advertisements to be circulated to organisations for PWD and disability desks in premiers offices. Build partnerships with PWD organisations.	01 September 2015 – 31 August 2018	Chairpersons of LEECF's
	ESSA does not provide accurate information and can be manipulated.		x		Involve LEECF's representatives during the sourcing of CV's from ESSA.	01 September 2015 – 31 August 2018	Chairpersons of LEECF's

	Delay in the filling of vacancies.		x	Adherence to the PSC prescripts and DPSA Circular on turnaround times for filling vacancies. HRM to monitor adherence to turnaround times.	01 September 2015 – 31 August 2018	D:HRM
Advertising of positions	The medium where posts are advertised is a challenge for designated groups in terms of accessibility. Newspaper and intranet advertising is not accommodating.	x		Advertise through notice boards of labour centres to the community.	01 September 2015 – 31 August 2018	DD:LCO's, & D:HRM
	Adverts are vague and not aligned to job profiles.	x	x	Job profiles to be revised, adverts standardized and posted on the intranet	01 September 2015 – 01 September 2016	D:MAS & D:HRM
	Adverts of Internship Programmes only advertised on ESSA.	x	x	Advertisement of internship programme to be done through ESSA and newspapers.	01 September 2015 – 31 August 2018	D:HRM
Selection Criteria	EE targets too easily ignored by panel members. Appointment of candidates who do not enhance representivity.		x	Appoint in line with representivity to meet EE targets. Request for deviations and motivations to be directed to CD: HRM prior appointments of candidates who do not enhance representivity of EE targets as per circular 2 of 2015.	01 September 2015 – 31 August 2018	Chairpersons of Panels & CD: HRM
Job Evaluation	Inconsistency on Job Levels		x	Investigate and rectify classification on all affected posts to ensure equal pay for work of equal value.	01 April 2016 – 30 September 2016	D:MAS
	Job evaluation policy is out-dated.	x		The job evaluation policy to be reviewed.	01 April 2016 – 31 December 2016	

	Inadequate training and workshops on job classification and grading.	x	x	x	Conduct policy advocacy session on job classification and grading (Job Evaluation)	01 April 2016 – 31 December 2016	
Training and Development	Training by DoL does not help designated groups to move to higher positions. No upward mobility for designated groups.	x	x	x	Implementation of ADP for designated groups for at least 20 candidates per financial year. Implement RPL system.	01 September 2015 – 31 August 2018 01 April 2016 – 31 August 2018	D: MAS
Performance Management and Development system	Policy is implemented differently and inconsistently by the Department.	x	x	x	To conduct training and policy advocacy sessions to ensure consistency and uniformity.	01 November 2015 – 30 August 2018 (Annually)	D: MAS
Succession Planning	Lack of implementation of succession planning guidelines	x			Conduct advocacy sessions on succession planning guidelines.	01 September 2015 – 31 March 2016	D: MAS

					Implement succession planning guidelines.	01 April 2016 – 30 August 2018	
Organisational culture and wellness	Different cultures per office and lack of integration between the funds and DoL.	x	x	x	Conduct the Organisational Culture Survey and implement the recommendations of the Survey.	01 November 2015 – 31 March 2017	D: MAS
Reasonable accommodation	Poor accommodation infrastructure, accessibility and resources.			x	Needs analysis to be conducted in consultation with PWD.	01 September 2015 – 31 March 2016	D: HRM
Employee health and Wellness Programmes	Inadequate organisational structure for EHWP	x			Conduct organisational development investigations and create adequate organisational structure for EHWP.	01 September 2015 – 31 August 2018	D: MAS & D: HRM
	Lack of Departmental EHWP Strategy.	x			Approval of the EHWP strategy	01 September 2015 – 31 March 2016	D: HRM
					Implementation of the EHWP strategy.	01 April 2016 to 31 August 2018	D: HRM
Employment Relations	Inconsistency in disciplinary measures. Poor investigation and victimisation.	x	x	x	Conduct advocacy sessions on employment relations.	01 September 2015 – 31 August 2018	D: ER

					Training of presiding officers, investigating officers and shop steward.	01 June 2016 – 31 March 2017	
					Training of Supervisors and SMS on employment relations.	01 September 2015 to 31 August 2018	
					Create adequate organisational structure for ER in provinces.	01 September 2015 – 31 August 2018	D: MAS & D: ER
Budget Allocation	Inadequate ER structure in provinces	x	x	x	To cost and allocate budget as and when Plans are approved as per the MTEF processes.	01 September 2015 – 31 August 2018	Chairpersons for the LEECF's & CD: HRM for the NEECF
	Insufficient budget allocation to support employment equity.		x				



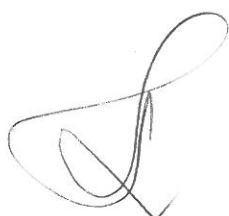
7. NUMERICAL GOALS AND TARGETS

APPROVED POSTS AS ON 31.03.2015:	
Top Management	9
Senior Management	132
Professionally Qualified (SR 11-12)	412
Professionally Qualified (SR 9 – 10)	695
Skilled Technical and Academically Qualified	2787
Semi-skilled	4437
unskilled	276
TOTAL	8748

7.1 WORKFORCE PROFILE

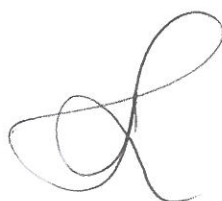
Note: A=Africans, C=Coloureds, I=Indians and W=Whites as at 31 March 2015

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	0	2	0	0	0	0	0	7
Senior management	45	5	4	8	37	1	1	6	0	0	107
Professionally qualified and experienced specialists and mid-management	389	27	22	44	385	32	5	63	0	0	967
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	860	85	38	75	870	112	39	275	0	0	2354
Semi-skilled and discretionary decision making	1527	179	53	79	1857	244	48	159	0	0	4146
Unskilled and defined decision making	96	8	1	4	104	16	0	4	0	0	233
TOTAL PERMANENT	2922	304	118	210	3255	405	93	507	0	0	7814
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2922	304	118	210	3255	405	93	507	0	0	7814



The total number of **employees with disabilities only** in each of the following occupational levels: Note:
A=Africans, C=Coloureds, I=Indians and W=Whites **as at 31 March 2015**

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	1	0	0	2
Professionally qualified and experienced specialists and mid-management	5	0	1	5	1	1	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	15	1	0	4	12	1	0	11	0	0	44
Semi-skilled and discretionary decision making	60	9	3	5	44	7	4	12	0	0	144
Unskilled and defined decision making	2	0	0	0	2	0	0	0	0	0	4
TOTAL PERMANENT	83	10	4	14	59	9	4	24	0	0	207
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	83	10	4	14	59	9	4	24	0	0	207



7.2

Numerical Goals 31 August 2018 (3rd Year)
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	1	0	1	3	0	0	0	0	0	9
Senior management	54	7	2	8	45	6	1	6	0	0	129
Professionally qualified and experienced specialists and mid-management	455	61	19	64	378	53	11	48	0	0	1089
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1143	153	49	162	951	132	27	121	0	0	2738
Semi-skilled and discretionary decision making	1846	248	80	261	1536	212	44	195	0	0	4422
Unskilled and defined decision making	113	15	5	16	94	13	3	12	0	0	271
TOTAL PERMANENT	3615	485	155	512	3007	416	86	382	0	0	8658
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3615	485	155	512	3007	416	86	382	0	0	8658

The numerical goals projected to achieve for the total number of **employees with disabilities only** at the end of **31 August 2018**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	2	0	0	0	1	0	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	13	2	0	2	11	2	0	2	0	0	32
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	32	4	1	5	27	4	1	3	0	0	77
Semi-skilled and discretionary decision making	52	7	2	7	43	6	1	5	0	0	123
Unskilled and defined decision making	3	0	0	0	3	0	0	0	0	0	6
TOTAL PERMANENT	102	13	3	14	85	12	2	10	0	0	241
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	102	13	3	14	85	12	2	10	0	0	241

7.3 Numerical targets 01 September 2015 – 31 August 2016 (1st year)

. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	5	0	0	0	2	0	0	0	0	0	7
Senior management	48	6	4	8	39	3	1	6	0	0	115
Professionally qualified and experienced specialists and mid-management	410	38	21	50	384	38	6	58	0	0	1005
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	948	106	42	101	896	119	34	230	0	0	2476
Semi-skilled and discretionary decision making	1631	199	64	136	1754	233	47	169	0	0	4233
Unskilled and defined decision making	101	10	2	8	101	15	1	6	0	0	244
TOTAL PERMANENT	3143	359	133	303	3176	408	89	469	0	0	8080
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3143	359	133	303	3176	408	89	469	0	0	8080

Numerical targets (i.e. the workforce profile) projected to achieve for the total number of **employees with disabilities only** at the end of **31 August 2016**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	1	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	10	1	0	2	10	1	0	2	0	0	26
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	24	3	1	3	22	3	1	6	0	0	63
Semi-skilled and discretionary decision making	41	5	2	3	44	6	1	4	0	0	106
Unskilled and defined decision making	3	0	0	0	3	0	0	0	0	0	6
TOTAL PERMANENT	79	9	3	8	80	10	2	12	0	0	203
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	79	9	3	8	80	10	2	12	0	0	203

7.4 Numerical targets 01 September 2016 - 31 August 2017 (2nd Year)

Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	4	0	0	0	3	0	0	0	0	0	7
Senior management	51	6	3	8	42	4	1	6	0	0	121
Professionally qualified and experienced specialists and mid-management	431	49	20	56	380	45	9	53	0	0	1043
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1042	128	44	130	925	125	31	177	0	0	2602
Semi-skilled and discretionary decision making	1736	224	68	198	1650	224	48	182	0	0	4330
Unskilled and defined decision making	107	13	3	12	98	14	2	9	0	0	258
TOTAL PERMANENT	3371	420	138	404	3098	412	91	427	0	0	8361
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	3371	420	138	404	3043	412	91	427	0	0	8361

Numerical targets (i.e. the workforce profile) projected to achieve for the total number of **employees with disabilities only** at the end of **31 August 2017**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	1	0	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	12	2	0	2	10	1	0	2	0	0	29
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	28	3	1	4	25	3	1	5	0	0	70
Semi-skilled and discretionary decision making	47	6	2	5	45	6	1	5	0	0	117
Unskilled and defined decision making	3	0	0	0	3	0	0	0	0	0	6
TOTAL PERMANENT	91	11	3	11	84	10	2	12	0	0	224
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	91	11	3	11	84	10	2	12	0	0	224

8. DURATION OF THE PLAN

The duration of the Plan is from 01 September 2015 to August 2018.

9. MONITORING AND EVALUATION PROCEDURES

9.1 The implementation of the Employment Equity in the Department is monitored and evaluated through the following mechanisms: -

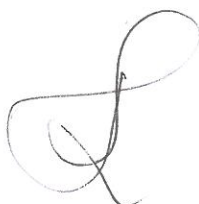
9.1.1 NEECF which meets quarterly and is made up of Chairperson of NEECF, all Chairpersons of LEECF's and members of constituencies such as;-

Women
People with Disabilities
White Male
Organised Labour
Gender, Disability and Youth
Employee Health and Wellness
Communication
Human Resource Development
Human Resource Management
Employment Relations
Performance Management
Financial Management, and
Fleet and Auxiliary Services

9.1.2 A quarterly NEECF report on the implementation of EE in the department is send to the DG for information and thereafter posted on intranet for all staff of the department.

9.1.3 HR before the end of each month updates EE profiles and furnishes copies to all offices for publication in notice boards to be used during recruitment and selection processes.

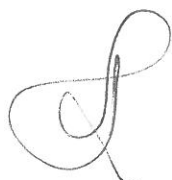
9.1.4 An annual report is compiled and submitted to the Registrar manually or electronically.



- 9.1.5 The consultative forums in the Department is also guided by the Constitutions of the NEECF and the LEECF's which stipulates the terms and conditions of the consultative forums.
- 9.1.6 Deviations in terms of the Plan will be reported and discussed in the quarterly NEECF meetings.

10. DISPUTE RESOLUTION MECHANISM

- 10.1 Any dispute arising from the implementation of this Employment Equity Plan will be dealt with in the following manner:-
- 10.1.1 If any party is aggrieved due to the implementation of the Plan they must notify the chairperson of the relevant LEECF in writing within 14 working days of becoming aware and the Chairperson must attempt to resolve the matter within 14 working days.
- 10.1.1.1 The Chairperson receiving a complaint from an aggrieved party must investigate the complaint before any confirmation of appointment.
- 10.1.1.2 The Chairperson must compile a report on his / her findings with recommendations and submit his / her report to the delegated authorities to be resolved.
- 10.1.1.3 The Chairperson must inform Human Resources Management of the complaint and investigation in order to put the process of appointment on hold.
- 10.1.2 If the grievance is still not resolved it must be escalated to the chairperson of the NEECF/DDG: CS in writing within 21 working days. If the chairperson of the NEECF/DDG: CS cannot resolve the dispute he/she must notify the relevant LEECF chairperson within 14 working days and escalate it to the DG for his final decision.
- 10.1.3 The DG will communicate his decision to the aggrieved via the chairperson of the NEECF within 21 working days.
- 10.1.4 If the aggrieved is not satisfied with the decision of the DG he/she may seek recourse either through the CCMA or the Labour Court within 14 days.



10.1.6 EMPLOYMENT EQUITY DISPUTE RESOLUTION FLOW CHART

See Annexure A.

11. RESPONSIBLE PERSONS

- 11.1 Director-General
- 11.2 All Deputy Director-Generals
- 11.3 All Senior Managers

The DDG: Corporate Services is the Employment Equity Manager to oversee and monitor the implementation of the Employment Equity Plan in terms of Section 24 of the Employment Equity Act which requires that every designated employer must assign one or more senior managers to take responsibility for monitoring and implementing the departmental Employment Equity Plan. The Department has further appointed all senior managers to take responsibility for monitoring and implementing the departmental Employment Equity Plan.

SIGNED AT Pretoria ON THIS 17 DAY OF August 2015

APPROVED / NOT APPROVED

COMMENTS:

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T Lamati
DIRECTOR-GENERAL: LABOUR

